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M/D

Subject: Meeting at Manchester, Inc. *DS*

On September 21, I met with Mr. Gordon B. Silcox, Vice President and General Manager of the Washington, DC office of Manchester, Inc., an outplacement firm.

I discussed with Mr. Silcox the various services typically offered by outplacement firms, the kinds of companies that use his service, the sort of people who are referred to him and the benefits that derive, both to the employer and employee, from outplacement service. Mr. Silcox explained in detail the operation of his firm and gave me a tour of the facility. He expressed a genuine interest in this particular aspect of the NAPA study and was extremely helpful and cordial. Relevant material from Manchester, Inc. is attached.

Incl:

1. Manchester Inc. Individual Outplacement Program
2. Manchester Country
3. Manchester Two-Day Public Outplacement Workshop
4. Bio Sketch, Gordon B. Silcox, V.P., Washington, D.C.
5. Spotlight on Karol W. Wasylyshyn, Manchester. Inc.

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NAPA stuff

Administrative Support

Manchester Individual Outplacement Program provides a modern and spacious administrative services and office space. These are available throughout the job search and career only when clients have associated and positioned their new career opportunities. Manchester Outplacement Program provides a support system and a positive career transition experience, providing emphasis on providing effective services which give them feelings of pride, dignity and confidence. Manchester Outplacement Program does not require any previous experience and is comfortable, up-to-date and attractive, as well as functional and focused on job search needs.

- Fully equipped office and administrative support areas include:
 - Office Space
 - Telephone Answering
 - Secretarial
 - Word Processing
 - Research Assistant
 - Computer Data Base Access
 - Computer Time
 - Training and Career Help

Manchester Career Services, Inc.

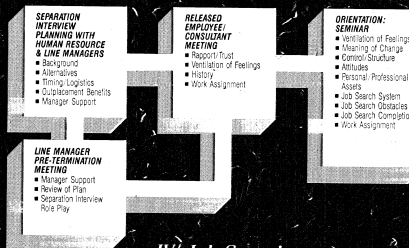
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Manchester Career Services, Inc.

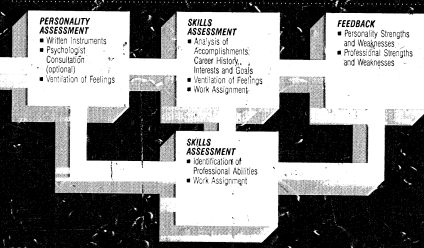
Individual Outplacement Program

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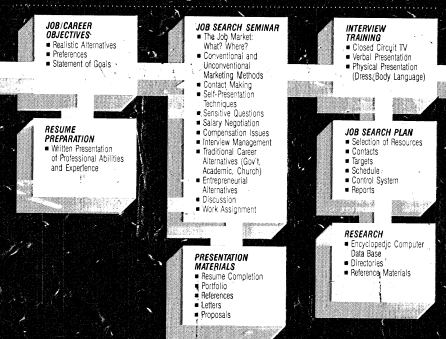
I/ Pre-Termination/Termination Counseling



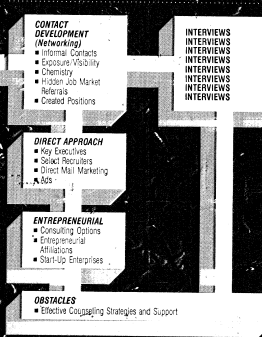
III/ Personality and Skills Assessment



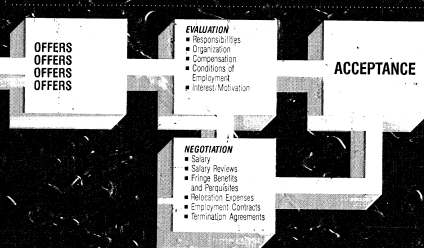
III/ Job Search Preparation



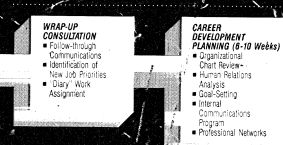
IV/ Job Search



V/ Job Offers



VII/ Long-Term Counseling



Twice a Month...at Manchester Two-Day Public Outplacement Workshop

TWICE A MONTH...Manchester offers Two-Day Public Job Search Workshops for released employees who may not be eligible for individual outplacement.

TWICE A MONTH...in New York, Morristown, Princeton, Philadelphia, King of Prussia, Wilmington, Baltimore and Washington, DC at Manchester's modern training facilities.

TWICE A MONTH...Workshop participants get professional training and guidance on assessing skills... setting job objectives...writing resumes...planning and running successful job searches...handling headhunters... writing better letters...mastering telephone techniques... networking and developing contacts. See reverse side for workshop contents.

TWICE A MONTH...Employers Benefit from Manchester's proven ability to help ease and speed released employees' job transitions...to neutralize bitterness and hostility...to build good will and an enhanced image...to turn the focus on the future and away from the past.

TWICE A MONTH...Employees Benefit from directing their full energy toward constructive job search activity...from getting a clear focus on their strengths and aptitudes...from learning to communicate effectively...from understanding how to generate interviews and make the most of them... from regaining control over their lives and careers following a period of disruption.

TWICE A MONTH...participants leave Manchester's Two-Day Outplacement Workshops with insights gained from skilled Leaders, interactive group exercises and videotaped program segments...with stronger interviewing and job search skills...with 100 copies of their own printed resume... with renewed confidence and motivation.

TWICE A MONTH...Manchester Makes the Difference.

TIMES

Manchester's Two-Day Outplacement Workshops run from 9:00 to 5:00 on Thursdays and Fridays, twice a month. The dates for 1988 are shown on the calendar below.

LOCATIONS

Manchester-New York, New York: 122 East 42nd Street, Suite 1720, 17th Floor.

Manchester-Morristown, New Jersey: 55 Madison Avenue, Suite 200, 2nd Floor.

Manchester-Princeton, New Jersey: 5 Independence Way in the Princeton Corporate Center off Route 1 in South Brunswick (adjacent to the Forrester Center).

Manchester-Philadelphia: 615 Chestnut Street, just off Independence Mall in the heart of Center City.

Manchester-King of Prussia: Walnut Hill Plaza, 150 South Warner Road, just west of the intersection of Route 202 and the Schuylkill Expressway (Route 76).

Manchester-Wilmington, Delaware: 1 Commerce Center, Suite 732, 12th & South Orange Streets.

Manchester-Baltimore, Maryland: Inner Harbor Center, Eighth Floor, 400 East Pratt Street.

Manchester-Washington, D.C.: 1800 K Street, N.W. in the center of the city's business area.

REGISTRATION

Employers who are releasing one or more employees may register any number of Workshop participants by calling the Manchester office by noon of the day preceding the Workshop.

New York:	212/984-0776	King of Prussia:	215/293-9100
Morristown:	201/292-9522	Wilmington:	302/984-2500
Princeton:	609/520-9000	Baltimore:	301/539-2300
Philadelphia:	215/351-1550	Washington:	202/659-2555

1988 WORKSHOP SCHEDULE

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
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JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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Manchester Two-Day Public Outplacement Workshop

FIRST DAY ☐ MORNING

INTRODUCTIONS— AGENDA

- Overview of Workshop
- Individual Introductions
- Identify Group Needs and Priorities

ORIENTATION

- Basic Concepts: Handling Change, Taking/Maintaining Control; Importance of Focus and Structure; Sustaining Self-Esteem; Preserving Balance and Perspective

COFFEE BREAK

INDIVIDUAL SKILLS ASSESSMENT WORKSHOP

- Theory of Assessing Skills, Abilities, Aptitudes, Personal Strengths and Job/Career Interests
- Demonstration: Assessing Accomplishments
- Assessment Activity in Triads
- Individual Counseling
- Framing a Concise Personal Profile

LUNCH

FIRST DAY ☐ AFTERNOON

DEVELOPING JOB/ CAREER OBJECTIVES

- Framing Personal Career Goals:
- Individual Counseling and Work in Triads
- Demonstration: Creating a Motivated and Realistic Job Search Objective
- Individual Objective-Setting Exercise

RESUME-WRITING WORKSHOP

- The Theory of Effective Resumes
- Understanding Do's, Don'ts and Why's

- Resume Types: When and How to Use Them
- Elements of Resume Writing Style
- Individual Work and Counseling: Each Participant Works on Creating Draft of an Effective Resume (All Participants Receive 100 Copies of Professionally-Printed Resume at End of Workshop)

FIRST DAY CONCLUSION

- Overview of Job Search System and Motivational Examples
- Questions and Answers About First Day Activity

SECOND DAY ☐ MORNING

REVIEW AND REVISE RESUME DRAFT

- Individual Counseling

INTRODUCTION TO MARKETING WORKSHOP

- Identify Individual Needs, Anxieties, Priorities
- Basic Concepts: Control, Focus, Structure, Activity Level

EXPLORING THE JOB MARKET

- What? Where? Targeting the Job Search Objective
- Availability of Jobs

COFFEE BREAK SELF-MARKETING TECHNIQUES

- Using Ads and Agencies/Recruiters to Best Effect
- Making Direct Contact With Employers
- Telephone Techniques and Writing Letters That Work

CONTACT DEVELOPMENT AND NETWORKING

- Understanding the Technique
- Gathering Information and Communicating Excellence
- Role Plays and Debriefing
- Presentation of Videotaped Case Studies

LUNCH

SECOND DAY ☐ AFTERNOON

TURNING CONTACTS INTO INTERVIEWS

- Recognizing and Developing "Green Lights"

THE JOB INTERVIEW

- Assessing Employers' Needs
- Handling and Asking Questions
- Making the Match and Fostering "Fit"
- Avoiding Pitfalls
- Personal Presentation and Strong Self Image
- Negotiating Compensation
- Generating and Handling Offers
- Role Plays and Debriefing
- Presentation of Videotaped Case Studies

PLANNING AND RUNNING THE JOB SEARCH

- Setting Action Priorities
- The Weekly Job Search Plan
- Taking First Steps and Tracking Past Activity
- Creating Momentum and Handling Rejection
- Marshaling and Organizing Resources
- Next Steps "Assignment"

SECOND DAY CONCLUSION

- Bringing It All Together
- Feedback To Participants

Manchester Makes the Difference

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MANCHESTER INC.

Gordon B. Silcox

*Vice President
 Washington, D.C.*

For more than twenty years as a successful executive recruiter, management consultant and banking executive, Gordon Silcox has earned a reputation for superior management skills and for his exceptional ability to match individuals to productive, satisfying jobs and careers.

Known for his personable and empathetic style, Mr. Silcox always has been effective in motivating his own employees and in working with clients to identify and address their needs. His professionalism, practical business sense and insight into manager-employee relationships help him work effectively with individuals of all occupational levels and ages.

A Washington, D.C. area native, Mr. Silcox holds a Bachelor's Degree from Princeton University and an MBA Degree from the Wharton School at the University of Pennsylvania.

Before joining Manchester as Vice President of its Washington, D.C. office, Mr. Silcox's prior experience as an executive search consultant spanned nine years. Most recently, he managed the Washington, D.C. office of The Hay Group's international executive search operations. In addition to his management responsibilities, Mr. Silcox handled search assignments for a diverse group of clients, including commercial, industrial and financial services firms, not-for-profit organizations, government bodies and trade and professional associations. His search assignments covered the full range of mid- to senior-level management and executive positions.

Mr. Silcox previously had been Vice President of New York-based Paul Stafford Associates, Ltd., one of the most widely-respected search firms in the United States.

Mr. Silcox's earlier business career included twelve years as a banking executive in Washington, D.C. After first working in the trust department of American Security Bank, N.A., he spent eight years as Vice President and head of the trust investment department of First American Bank, N.A., supervising the investment management function for individual and institutional clients.

Mr. Silcox's career has always included a significant commitment to speaking, teaching and counseling activities. He has served as a consultant to the White House for private-sector placement of government women, and he has frequently appeared as a speaker and panelist before business, alumni and community groups.

He has won particular recognition for his work in the American Bankers Association's management education program, in which he taught change management, executive communication, management styles and motivation courses to financial managers and executives at all levels. He also has represented the National Restaurant Association in a series of national seminars covering recruiting, interviewing, resume-writing, reference-checking, compensation negotiations and outplacement. Mr. Silcox's opinions are frequently sought for business publications and articles, and his views have appeared in *Business Week*, *Association Management* and *Money* magazines.

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Spotlight on . . .

Karol M. Wasylyshyn Manchester Inc.

Karol M. Wasylyshyn, Psy.D., senior vice president and principal of Manchester Inc. in Princeton has been selected Alumna of the Year by the Graduate School of Hahnemann University in Philadelphia because of her contribution to the field of mental health sciences.

In the keynote address given by Dr. Wasylyshyn at the 18th Annual Graduate School Day on April 20, she described how psychological assessment is used for executive selection and development, emphasizing the contribution of psychometric tools to key business hiring and for succession-planning decisions.

At Manchester Inc., an executive development and career consulting firm with offices in Princeton, Morristown, Baltimore, Wilmington, Philadelphia, New York City, Washington, and King of Prussia, Dr. Wasylyshyn created the company's Psychological Consulting Services Group. Here she designs programs to help corporate clients choose personnel, and helps managers and executives develop their careers.

Locally, those clients include Squibb, Johnson & Johnson, Mobil Research, FMC, David Sarnoff, RCA Corp., Lenox China, Education Testing Service, Law School Admission Service, Princeton Medical Center, and Princeton University. Currently, more than 70 percent of Fortune 500 companies in the tri-state area use Manchester's services.

Manchester's selection assessment provides companies with information about how a person will fit into the organization, enabling the corporation to avoid costly hiring mistakes and help job candidates to make sound career move choices.

Recently, Dr. Wasylyshyn recalled, an international manufacturing company asked Manchester to evaluate two candidates who were being considered for an operational executive position. The two appeared to the company to be equally qualified. Manchester agreed that their technical expertise, experience, and accomplishments were equally impressive; however, the consultants' psychological evaluations showed the two differed in their abilities to adapt, to be tactful, and diplomatic. One candidate was more flexible and unlikely to create undue tension during his transition into the company. The other candidate's psychological profile showed a more rigid and autocratic personality.

"Manchester's executive development work indicates that the most successful 21st Century business leaders will be those who focus on their own personal growth and seek ways to cultivate the interpersonal side of their leadership effectiveness," Dr. Wasylyshyn said.

"We have found that many executives are overdeveloped as far as their professional identities and underdeveloped in terms of people relationships. In the short run, this can limit their effectiveness as real leaders. Later, often at the height of their careers, this developmental imbalance fosters a compelling emptiness and/or dread of their futures after work. Invariably, their successes have occurred at the expense of family and other relationships. The regret, guilt, frustration, and incompetence associated with that can precipitate a major life crisis for some," she added.

"This makes the prospect of life after retirement, for example, quite frightening and, in many cases, places people at risk for stress-related illnesses at that time," Dr. Wasylyshyn said.



Karol M. Wasylyshyn, Psy.D.

Dr. Wasylyshyn addresses career development from a personal perspective: "My father always thought his first generation Polish kid would choose a career that involved watching people and listening to them. I always wanted to be a psychologist, but I became a journalist first, because at the time it seemed easier."

After 10 years with McGraw-Hill, she entered graduate school at age 32 and five years later had earned a master's and doctor's degree in clinical psychology.

"For me the turning point was combining business experience with training in clinical psychology," she said.

"At Manchester, we are not ivory-tower psychologists. We have all been out there in the business world."

Following her address to the Hahnemann graduates and faculty, Dr. Wasylyshyn was guest of honor at a reception and dinner held at the Franklin Institute.

—Fay Richardson

Reprinted from "The Princeton Packet" April 26, 1988

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★ MANCHESTER COUNTRY

Manchester Country stretches from New York City to Philadelphia to Washington, D.C.—wherever there is a need for quality Outplacement and Career Development Consulting services.

With offices in New York City; Morristown and Princeton, NJ; Philadelphia and King of Prussia, PA; Wilmington; Baltimore and Washington, D.C., Manchester offers services designed to resolve crucial human resources issues within your organization:

- EXALT—A special Senior Executive Outplacement program
- Individual (One-on-One) Outplacement program
- Executive Counseling
- One, Two, and Three-Day Group Job Search Workshops
- COMPASS—Career Reappraisal for plateaued, unfocused or restless employees
- Developmental Counseling to modify problem behaviors in valued employees
- MATCH—Management Assessment to help identify, select and promote superior talent
- LEADERSHIP 2000—a collaborative process to identify and develop high potential managers

Manchester Country—where experienced career development professionals are ready to deliver services of unparalleled quality to you and your organization.

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